

we are

ntcg

Our strategic framework for being **Relevant, Relational, and Reimagining**
the New Testament Church of God in England and Wales | 2023 – 2026

Let your light shine before others, so
that they may see your good works
and give glory to your Father in heaven

Matthew 5:16 (NRSV)



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Executive Summary

This Strategic Framework sets out the ambition of the New Testament Church of God (NTCG) in England and Wales for the next three years (2023 – 2026). It reflects the priorities of the New National Administrative Bishop and his National Executive Council (NEC). It forms the basis for serving as leaders in the local church, our membership engagement and our strategy for transformation, growth, and development.

We reflect on our Church's history in the United Kingdom; on Sunday 20th September 1953, under the leadership of Revd Dr Oliver Lyseight, with seven attendees, the NTCG in England and Wales held its first public service. Since those humble beginnings, our Church has grown into a denomination with 110 congregations, 30 church plants and 30 cross-cultural churches spread across the UK, organised into 25 districts.

In addition to our discipleship, spirituality, and growth, we have, under God, developed and enhanced the lives of our members and communities through pioneering:

- Saturday Supplementary Schools in inner cities that offered free education in core curriculum subjects
- National talent competitions engaging youth in music and the arts
- Community projects, including senior citizens' clubs, an employment training scheme, day nurseries, youth clubs, Easter and summer schemes for children and youth, drop-in advice and guidance centres, food banks, soup kitchens, breakfast clubs and coffee mornings
- Engagement with civic leaders, statutory bodies, and organisations at local, regional, and national levels for the benefit of the entire Church and its communities

In all these endeavours, we have cherished being an independent charity in the United Kingdom and members

of the Church of God, with a membership of 7.5 million worldwide.

Today, there is an ever-changing landscape presenting a plethora of issues and opportunities for our congregations. It requires us to face head on the reality of a declining Church and why faithful members choose alternative places of worship. We must reflect on the trauma and impact of COVID- 19 on families, the life of the Church, communities, and institutions. Our leaders and members must be intentionally encouraged to engage in the causes and consequences of poverty and to speak and act prophetically on societal issues. Equally, we must learn to be resolute on matters of justice, racism, inequity, and all forms of exploitation if we are to be faithful witnesses of Christ. We must also commit ourselves to bringing younger leaders into positions of responsibility, giving them authority, and preparing them for pastoral and other ministries.

Considering these challenges, our vision is to be 'A relevant, relational Church reimagining God at work in our communities and nation'.

Our mission calls the whole Church to partner with God and each other by prioritising:

- **Networking Strategically**
- **Theologically Sound Leadership**
- **Community Focus**
- **Growing and Resourcing Healthy, Vibrant Churches**

We commit to communicating well as it is central to every aspect of the Church, be it the proclamation, preaching, worship, teaching, pastoral care, or events and activities. Therefore, we will launch a 'We Are NTCG' Communications Campaign to accompany this strategy. Local churches are

encouraged to use the communications specialists in their congregations to enhance their presence and communicate beyond their churches.

As we become more confident NTCG branches that are relevant, relational, and reimagining God at work in the communities, we will be seen and perceived differently. Therefore, we spotlight a few examples of what success could look like and encourage every congregation to share their stories to better reflect God at work in their community and through the members of their congregations.

This framework is a living document that will guide the work and deliberations of the NEC. Our aspiration is that it also guides the priorities of districts and local congregations. Therefore, we have produced Action Plans as examples of how the NEC will hold itself accountable for our NTCG mission, deliverables, implementation, and prayer. We encourage each national department and district to create their own action plans to guide their work and promote their contributions. A more complete set of plans is available to office holders.

We will monitor and evaluate our impact by clarifying who is accountable for deliverables and outcomes to realise our vision. We will facilitate the reporting on the experiences, challenges, and potential. The goals will be to communicate the success, learn from the mistakes, and remember that the world's biggest room is the room for improvement.

As we approach our 70th Anniversary in 2023, we invite you to help us write a new chapter which speaks to the current challenges and opportunities before us. We commend this strategy and, with grace and the help of our Lord, pray that it will help to achieve God's ambition for the NTCG.

Introduction



My sisters and brothers,

It is a tremendous honour and privilege to be asked to serve as the National Administrative Bishop for England and Wales. In the tradition of our Church, my wife Sonia will serve as Director of the Women's Discipleship Ministries. Together we accept these responsibilities, relying entirely on the grace and enabling of a generous God, 'who is able to do exceedingly abundantly above all that we ask or think' (Ephesians 3:20, KJV).

Our sincere gratitude and thanks to Bishop Donald Bolt and Mrs Joycelyne Bolt for their dedicated service and leadership of our church over the past eight years, laying a robust and solid foundation.

As we approach our 70th Anniversary (2023), we must seriously contemplate and reappraise who we are and what we do as an organisation. The National Executive Council and I will work with you to clarify and affirm our priorities for the coming years.

In our stewardship, we must animate and develop all the gifts and people with whom God has blessed us. We must ensure that every congregation is relevant, relational, and reimagining how they bring good news to their community.

Our vision is NTCG: A relevant, relational Church reimagining God at work in our communities and nation. Below we share the direction in which we believe God is leading us. We are responding to what God requires of us in Mark 12:30-31 and Micah 6:8. We invite you to join us in the coming year to explore what this might look like in your context. And we encourage you to speak to your National Executive Council, District Bishops, and local leaders about the transformation we seek.

Pray for and with us continually.

In service of Christ our Lord,

Claion B Grandison

Claion and Sonia

Our Story

On Sunday 20th September 1953, under the leadership of the late Revd Dr Oliver Lyseight, at the YMCA centre on Stafford Street, Wolverhampton, with seven people in attendance, the New Testament Church of God (NTCG) in England and Wales held its first public service. Since those humble beginnings, NTCG has grown into a denomination with 110 congregations, 30 church plants, and 30 cross-cultural churches spread across the UK, organised into 25 districts.

We are indebted to the early pioneers who migrated from the Caribbean and mobilised themselves. Inspired by Christ's commission, prayer, and evangelistic zeal, they spread the good news of Jesus and experienced the growth of our Church. With the support of young men and women volunteers, ministers responded to urgent needs by providing places of worship and safe environments for new arrivals.

In solidarity, they attended to the adversities the Windrush Generation were experiencing. Our churches became places of refuge against economic hardships and racism from historic churches and broader society. They provided ecclesiastical, social, and in some instances financial support for local and national congregants.

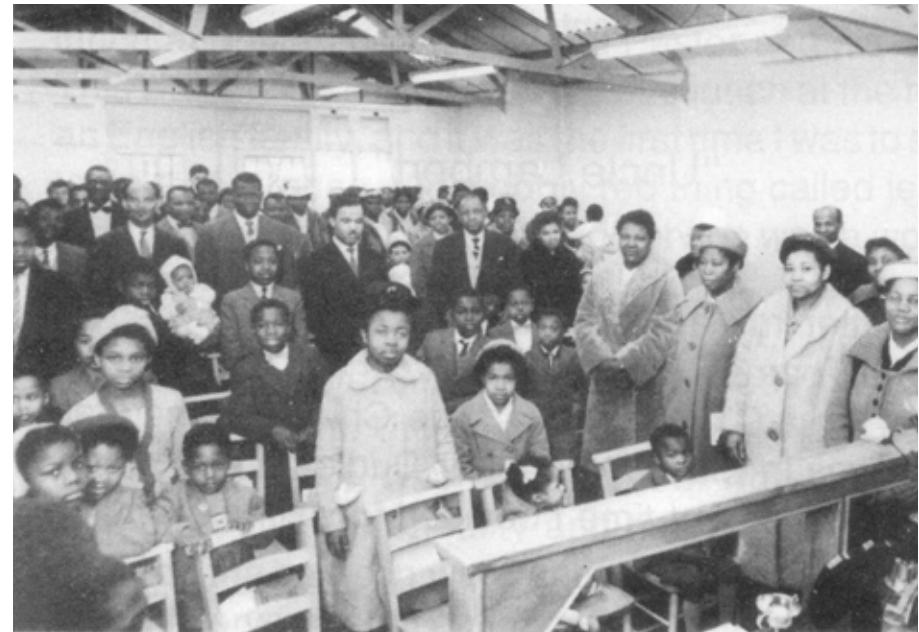
Over the years, our church has pioneered and developed:

- Saturday Supplementary Schools in inner cities that offered free education in core curriculum subjects
- National talent competitions engaging youth in music and the arts
- Community projects, including senior citizens' clubs, an employment training centre, day nurseries, youth clubs, Easter and summer schemes for children and youth, drop-in advice and guidance centres, food banks, soup kitchens, breakfast clubs, and coffee mornings
- Engagement with civic leaders, statutory bodies, and organisations at local, regional, and national levels for the benefit of the entire Church and its communities

We celebrate these and other achievements as the legacies of the previous six Administrative Bishops (Oliver Lyseight, Jeremiah McIntyre, Selwyn Arnold, Ronaldo Brown, Eric Brown, and Donald Bolt) and the tens of thousands of members and adherents who diligently worked with them.

As an independent charity in the United Kingdom, we are members of the Church of God in Cleveland, Tennessee, USA, a diverse global family in approximately 185 nations, with more than 7 million members. We are also members of Churches Together in Britain and Ireland (CTBI), Churches Together in England (CTE), and the Evangelical Alliance (EA).

Our story continues! And we have an opportunity to create new memories and new reasons to celebrate. Therefore, we invite you to help us write this new chapter.



The Challenge

Despite our rich history as pioneers of the UK Black Pentecostal movement, we recognise the ever-changing landscape that has presented a plethora of issues and opportunities for our congregations, communities, and society. The lack of trust and confidence in leaders of our nations and institutions¹ has also filtered into the Church's life.² The charge of being a sleeping giant is a clarion call to live up to and live out our calling. Our contribution to inspiring a new generation and stemming the tide of current national issues, such as serious youth and domestic violence and institutional racism, is under scrutiny and challenge. And the growth of our Church post-COVID-19 requires new thinking and focus. Therefore, we must:

- Face head on the reality of a declining Church and the reasons faithful members are choosing alternative places of worship
- Reflect on the trauma and impact of COVID-19 on families, the life of the Church, communities, and institutions
- Engage in the causes and consequences of issues such as the cost-of-living crisis and communities who are living in poverty
- Speak and act prophetically on societal issues and learn to be resolute on matters of justice, racism, inequity, and all forms of exploitation
- Outwork our commission to go into our communities and, with our presence and resources, be faithful witnesses of Christ
- Commit to bringing younger leaders into positions of responsibility, giving them authority and preparing them for pastoral and other ministries
- Encourage each church and district to analyse their local context to better understand how to communicate and build relationships effectively
- Celebrate the contributions of our pioneers and seniors who sacrificed, built, and led our Church
- Commit to best practice when we create, develop, and deliver our services; and live out the spirit of our policies, processes, and guidelines

Scripture and experience have shown how God transforms and renews us in ordinary encounters and in the spectacular events of life. Therefore, our Church must partner with God by investing our time, energies, and resources (human, financial, and physical) and be aligned to God's work in our communities.



Our Vision

A relevant, relational Church reimagining God at work in our communities and nation.

RELEVANT

Connected to the challenges of our culture and society and responsive to current and emerging issues

RELATIONAL

Connected within our local churches and the surrounding community

REIMAGINING

Connected to the Spirit's leading, the new opportunities for our churches and communities, and the exciting ways God is leading us now and in the future

Our Mission

Our mission calls the whole church to partner with God and each other by prioritising:

NETWORKING STRATEGICALLY

We will work collaboratively across departments, ministries, and local branches.

Externally, we will partner and collaborate with other churches, charities, businesses, and agencies.

Accountability: Our National Executive Council, Departmental Heads, and District Bishops will promote this work.

THEOLOGICALLY SOUND LEADERSHIP

We want good leadership to be evident in every area of our Church. Therefore, we will equip ministers and lay leaders to manage their churches well, offer ongoing theological and practical leadership training to office holders and volunteers, and encourage young women and men to train for ordained and lay ministry.

Externally, we will engage and access the vast range of development and professional resources of the wider Church, theological institutions, and other agencies to support our leadership and theological development; and we will build confidence in our preaching, discipleship, teaching, and stewardship as we faithfully represent Christ.

Accountability: The Leadership Training Centre, National Executive Council, and District Bishops will promote this work.

This NTCG motif sets the strategic framework for our congregations to be relevant, relational, and reimagining the NTCG in England and Wales. While many churches are already engaged in aspects of this mission, our ambition is to do it as a collective, with greater intention and intensity to ensure we see the impact and benefits of our endeavours.

Our NTCG priorities are a shared responsibility of the whole Church. However, we have highlighted those who have overall accountability for their implementation and success.

COMMUNITY FOCUSED

We will live out our convictions and, through our actions and advocacy, love our neighbours as ourselves; we learn to do justice, love mercy, and, without fear or favour, be advocates by 'speak[ing] up for those who cannot speak for themselves, for the rights of all who are destitute' (Proverbs 31:8, NIV). On these, we will offer national guidance from which the whole Church will benefit.

Externally, we will be experienced as responsive, as hosts and guests, to the needs within our communities on issues such as hunger, poverty, homelessness, injustice, well-being, and education. We will celebrate often, including our 70th Anniversary in every district.

Accountability: District Bishops, Departmental Heads, and Local Pastors will promote this work.

GROWING AND RESOURCING HEALTHY, VIBRANT CHURCHES

As Pentecostals, we will encourage the whole Church to develop the spiritual disciplines of prayer, fasting, and encounters with God and the Holy Spirit. We will commit to discipling the whole Church – women, men, youth, and children – to nurture growth in faith, knowledge of God's Word, and caring for each other's well-being. We will strengthen our outreach and evangelism strategy and the sharing of the Gospel's good news. We will promote the support and resourcing of smaller congregations and utilise the pool of ministers without portfolios to assist and enhance local churches' and senior pastors' well-being.

Externally, we will welcome new members to join our worshipping community; offer generous hospitality and welcome to visitors, families, friends, and the diverse members of our communities; be accessible and open to all to participate in the Church's life; and provide rites of passage (baby dedications, marriages, funerals, and other celebrations) as an integral part of our ministry to our communities.

Accountability: The National Executive Council, National Evangelism Department, Leadership Training Centre, District Bishops, Departmental Heads (including The National Creative Arts Ministry), and Local Pastors will promote this work.

Our Values

Our values define us and embody what our members, communities, and other stakeholders experience and expect from their engagement with us. Therefore, we strive towards living out these values:



OUR STATEMENT OF FAITH

Our Statement of Faith is central to our identity as Pentecostals and members of the Church of God. Adherence to its tenets is part of being in membership.



EQUALITY OF WOMEN AND MEN

We value the contributions of women and men in the life and ministry of our churches and advocate for any barriers that inhibit participation to be removed.



SAFE NURTURING OF CHILDREN AND YOUNG PEOPLE

Our churches must always be safe and nurturing places for children, young people, and vulnerable adults. Our leaders and congregations must create an environment where children and young people's needs are understood and met, and a sense of belonging is felt and experienced. They are encouraged to participate and take ownership.



FULL ACCESS FOR ALL ABILITIES

No one should feel excluded from our churches because of their personal circumstances. Reasonable adjustments should be made to include those who are differently able and require support to experience and participate fully in all our services, ministries, and the life of the church.



GOOD STEWARDSHIP

Faith is exemplified when Christians are good stewards in every area of their lives. Respect, integrity, faithfulness, servanthood, effectiveness, caring, hospitality, and excellence are character traits displayed in leadership, volunteers, representatives, and members.



JUSTICE AND MERCY

We share God's passion and concern for justice in private and public life. Therefore, we will stand up for justice and advocate against injustice, racism, inequality, and disparity that adversely and disproportionately affect our members and communities.

We will delight in showing mercy, compassion, and love and will empathise with those who need practical and spiritual support.



VALUING CONTRIBUTION

Our movement depends on an army of volunteers at every level of our Church. We will value and honour the contributions of our senior members who have dedicated their lives to our churches.

We will continually celebrate, appreciate our volunteers, and ensure they are nurtured and developed in and beyond their roles and service.

These values underpin every aspect of our vision and mission.

Communicating Well

Communication is central to every aspect of our Church, be it our proclamation, preaching, worship, teaching, pastoral care, or events and activities. Externally, our communications are how we speak truth to power and the powerful, share the good news of the Gospel, and speak up for those who have no voice. It includes the actions we take on the issues affecting our members and local communities. Therefore, effective communication must become our mantra.

Our communication strategy aims to bring greater awareness, clarity, and resonance to our vision and mission. We want leaders and members of our congregations to rediscover their prophetic voices. As a denomination, we want to speak with a unified voice through our communication and engagement activities. We want non-members to encounter a national Church that consistently exemplifies our vision of being relevant, relational, and reimagining God at work. For those estranged from our Church, we want them to know a warm welcome awaits.

Therefore, we must re-establish our common identity (the NTCG brand). Our flagship events and campaigns must exemplify excellent communication and delivery at every stage. We want our communications to reflect and promote our Church's rich history, theological underpinning, and pioneering spirit.

We will launch a 'We Are NTCG' Communications Campaign to accompany this strategy. This will help streamline, amplify, and provide a corporate voice through brand principles, digital communication, and public and stakeholder relations. We will encourage local churches to use the communications specialists in their congregations to enhance their presence and to ensure that our leaders develop confidence in communicating beyond the church.



The Church We Want To See

As we become confident NTCG branches that are relevant, relational, and reimagining God at work in our communities, we will be seen and perceived differently. Our partnership with God in this mission will take shape as we dedicate our energies towards Networking Strategically; providing Theologically Sound Leadership to ministers and lay members; being Community Focused with a concern for our neighbourhoods; and Growing and Resourcing Healthy, Vibrant Churches, and we will see the tangible evidence of transformation and the benefits of our endeavours. Below we spotlight a few of the many

examples of what our success would look like.

NETWORKING STRATEGICALLY

Case Study 1 – Community Garden

In April 2021, NTCG Harvest Temple and other churches and community leaders, known as Churches 4 Positive Change, acquired two allotment plots at Heath Town Allotments in Wolverhampton to deliver the Back to Eden Allotment Project. Long-standing and well-documented health inequalities among the

African and Caribbean communities were exacerbated during the pandemic, making them more susceptible to the devastating effects of COVID-19. Pastors experienced this first hand and, during the period, officiated numerous funerals and supported many people in practical and other ways.

Regular exercise, healthy eating, and interacting with a positive environment are all critical for human well-being. Therefore, we encouraged the community to become more active, improve their diet, and meet and work in a relaxed, natural environment. The project benefits the community by:

1. Facilitating new friendships and galvanising community spirit and support
2. Providing a pleasant, open, neutral space to support mental well-being
3. Developing skills to grow local produce
4. Providing physical exercise so participants are more active
5. Encouraging participants to eat more healthily
6. Facilitating intergenerational interaction with elders, local schools, and a church youth group

When we obtained the plots, they were well overgrown, with fly-tipping and a dilapidated shed. The project leaders successfully transformed the plots with financial support from three funders, two commercial companies, the local authority, and a local charity. Today the site accommodates not only Trinity Primary and Heath Park Secondary Schools but also a

Sudanese women's group, Wolves Foundation, church groups, and local volunteer groups. We divided the site into ten subplots, with a large shed for storage and shelter, a patio area, a polytunnel, a Windrush bench, and outdoor tables and chairs.

THEOLOGICALLY SOUND LEADERSHIP

Case Study 2 – Leadership Training

Our Leadership Training Centre prepares women and men for ministry as a vocation and enhances their knowledge each year. Exhorters, Ordained Ministers, and Bishops benefit from a curriculum that includes biblical, doctrinal, and pastoral modules. Candidates interested in their personal theological development also benefit from experienced lecturers with years of practical experience. The centre facilitates bespoke courses for those wanting to engage in single adult ministry, music ministry, and chaplaincies in hospitals, prisons, and universities.

In the future, the centre will explore providing practical theological training to equip church volunteers to build their capacity and competencies with skills they can readily apply to their local and district roles. Many of these courses will be delivered regionally and online to raise the standard of ministry involvement, formation, and delivery across churches' essential structural and departmental functions. Students can further enhance





learning through fostered partnerships with key higher education institutions and continue their development, enabling them to rise to their full potential and calling.

Since 2008, NTCG has reflected theologically on selected themes in the founding father's name during education month. The Annual Oliver Lyseight Lecture provides awareness of 21st-century challenges and opportunities for undergraduates and postgraduates. The first two lecture series have been published: *Challenges of Black Pentecostal Leadership in the 21st Century* (2008 – 2012 Lectures)³ and *Challenges of Pentecostal Theology in the 21st Century* (2013 – 2017 Lectures).⁴ An exciting new series will commence in 2023.

Case Study 3 – Gospel Music

In front of 1,000 attendees at the London Hilton Hotel, Salient Sound, NTCG's youth worship group, won Premier Gospel's Best Group Award 2022 for self-penned theologically sound songs they recorded, produced, released, and marketed. These young adults initiated this project and raised funds to finance it themselves.

Collaborative working is a primary focus for Salient Sound. With their 'Power for Life' EP reaching tens of thousands of streams online and thousands of pounds worth of sales, Salient Sound's latest release, 'He is Alive', features the incredible Lurine Cato MBE. This

partnership has helped to widen the reach of Salient Sound's music and message and marks the beginning of other partnerships and collaborations.

Salient Sound are also building a body of work in preparation for recording a live album and a tour of England and Wales. Their broader vision includes teaching and development workshops to impact other Young Levites nationwide and inspiring and developing writers and creative communicators to impact their generation.

COMMUNITY FOCUS

Case Study 4 – Elders' Day Care

NTCG Bradford uses its premises to run the Light Green Elders Group, a social day care service. Catering for elders and the wider community, it provides hot meals, refreshments, and the 'Extend' exercise programme. In addition, there are various interactive initiatives such as arts and crafts, gardening, drama, singing, and confidence-building workshops.

During COVID-19, Silver Surfing ITC sessions enabled the group to meet regularly, tackle loneliness, and maintain friendships. This active group also visits other centres and embarks on memorable excursions, shopping trips in London and the Midlands, and holidays in the sun.

Thirty elders regularly visit the sessions at the centre. They learn more about healthy eating

using vegetables from the cultivated patch and look forward to these weekly activities. The group is funded primarily by the local church, with occasional support from external agencies such as Age UK and local businesses.

In providing these services, NTCG Bradford continues to provide meaningful support to senior citizens and aids social integration and the understanding of people from diverse cultural backgrounds.

Case Study 5 – Dementia Respite

NTCG Leeds runs The Dementia Respite Project. It provides services to adults 18 years and over who have a range of anxieties and experience social isolation, including dementia, and relieves carers with short-term respite breaks. Fully trained volunteers deliver the vital work, resulting in increased well-being for people living with dementia and ensuring entire families feel supported and better able to cope. As a result, beneficiaries have more choice in their activities and are less isolated, and carers and beneficiaries have reduced anxiety and feel connected to the community.

Despite its small beginnings, 20 families and loved ones regularly receive support, primarily funded by the church's resources. However, more recently, Allchurches Trust awarded a grant towards volunteer expenses, training of volunteers, the coordinators' time, and PPE. The project is now able to increase its capacity and expand the service.



The service users are a mixture of church members and those without a direct link to the church. All the project volunteers are church members who value the opportunity to be salt and light and show Christian love and hospitality that make a real difference for carers in the community. This project practically goes some way to help the church fulfil its ethos and be outward facing.

GROWING AND RESOURCING HEALTHY, VIBRANT CHURCHES

Case Study 6 – NTCG The Rock

The journey of NTCG The Rock was a challenging one. A change in the church's location was vital, and its rebranding process made it more visible.

The church wrote its vision, preached it, taught it regularly, and visually presented it in places such as the reception area. It also needed to prepare its volunteer teams in three areas of service that connected with everyone who encountered the church – welcome, worship, and Word.

Leadership development was an essential element of the change. Appointing the right leaders and developing their competencies helped build the capacity of the departments and the church. The church provided pastoral care as the bedrock for a stable ministry and created a community footprint through annual community days and a food bank.

It also ensured that rite-of-passage occasions – baby dedications, weddings, and funerals – were delivered with excellence. This forgotten art in many churches offers opportunities to connect with families and communities.

‘The most important lesson learned through the COVID-19 lockdown is that young people must be allowed to participate in all areas of church life,’ says Bishop Dr Jonathan Jackson. Youths and millennials developed the entire online services. They embraced and invested in technology to broadcast online Sunday services, Bible studies, and prayer meetings. As a result, the church is reaping a good harvest with new members and regular visitors of all ages. In summary, it:

1. Offers high-quality welcome, worship, and Word
2. Chooses a suitable location and facilities
3. Has a clear vision
4. Embraces technology
5. Develops a credible online presence
6. Incorporates rites of passage to extend the reach of the church

Case Study 7 – NTCG Lighthouse

On 18th September 2010, Revd David Edwards, with his wife Linda, was inducted as the eighth pastor of NTCG Crewe. In 2014, he shared with the congregation a vision for the church to be a LIGHT in the darkness. Revd David explained that the lighthouse is the best symbol to capture the church’s passion

and vision for ministry moving forward. The church decided that The Lighthouse Centre (TLC) would become its local identity in Crewe. There was an official launch and opening of NTCG The Lighthouse Centre on Sunday 5th April 2015. Guests included the Mayor of Crewe, the Leader of Cheshire East Council, and the National Administrative Bishop for the New Testament Church of God England and Wales.

The vision for TLC was to create a 21st-century facility and hub at the heart of the local community, providing a sustainable, secure, culturally diverse, and accessible space for each person:

- To grow in their faith in God and fulfil their divine calling [FAITH]
- To be empowered and to have their spiritual, emotional, and physical needs met [HOPE]
- To know God’s love and make His love known [LOVE]

TLC conducted a series of face-to-face interviews (via a standard questionnaire) with people of different ages and backgrounds within the community.

The research results showed a gap in local provision and a need to enhance existing services and provide ‘integrated connectivity’ of service provision. TLC then set about addressing some of these local priorities with support for the marginalised, the homeless,



the socially isolated, the misunderstood youth, the struggling unemployed, the forgotten elderly, and the dismissed BAME communities. It provided a range of activities and services that offered hope to the community, including:

- Free weekly evening meals
- Night shelter and emergency accommodation service to the homeless
- Free clothes and food for those in need

The church applied for and received a grant from the local council. TLC successfully managed a key initiative within the community to empower the marginalised and disaffected in Crewe to become proactive in taking responsibility for their well-being and maximising future opportunities.

One project was to refurbish the church’s existing external derelict toilet block into a shower and laundry facility. The local community welcomed this, particularly the homeless. Up to 30 individuals were using this facility every week.

As a result of this community work, TLC moved from a weekly attendance of 10-15 individuals on a Sunday service to a culturally diverse congregation with activities and services directly benefitting approximately 170 people each week.

These examples are indicative and the tip of the iceberg. Therefore, we encourage you to share your stories and help us to better reflect God at work in our communities and through the members of our congregations.



Our Action Plan

Our Action Plan sets out the work of the National Executive Committee. It highlights the essential deliverables for action, implementation, and prayer. We will hold ourselves accountable and use it to assess our progress. It will be reviewed and updated as a working document at our regular meetings. We encourage each national department and district to create action plans to guide their work and promote their contributions.

The following action plans are available on page 18-23

- Networking Strategically
- Theologically Sound Leadership
- Community Focus
- Growing and Resourcing Healthy, Vibrant Churches
- Celebrating our 70th Anniversary
- Improving our Internal and External Communications

Goal 1: Implement NTCG across our churches

Steps	Step 1 Update our reporting process to include NTCG Carry out Skills Audits across the Church	Step 2 Include NTCG in our Annual Planning Cycle and yearly plans	Step 3 Facilitate Roadshows in 5 regions	Step 4 Facilitate ministers, key workers, and leadership conversations	Step 5 Review submission and progress
Responsibility	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer District Bishops Local Pastors 	<ul style="list-style-type: none"> Heads of National Departments District Bishops 	<ul style="list-style-type: none"> National Executive Council District Bishops 	<ul style="list-style-type: none"> National Executive Council District Bishops Local Pastors 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer
By When	<ul style="list-style-type: none"> End of Dec 2022 	<ul style="list-style-type: none"> End of Dec 2022 	<ul style="list-style-type: none"> End of Feb 2023 	<ul style="list-style-type: none"> End of Feb 2023 	<ul style="list-style-type: none"> End of Mar 2023
Resources	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled
Impact Assessment	<ul style="list-style-type: none"> The number of reports, types of information, and quality of the reporting 	<ul style="list-style-type: none"> Increased collaboration across departments and within districts 	<ul style="list-style-type: none"> The number of leaders and key workers engaging with NTCG 	<ul style="list-style-type: none"> The number of leaders and key workers engaging with NTCG 	<ul style="list-style-type: none"> The range of priorities churches are engaging with and implementing



Our Impact and Accountability

Our impact and accountability are about successfully communicating and realising the vision. We will carve out a credible relationship of trust with our internal members alongside external supporters and beneficiaries.

The journey we take will be one of reporting on our experiences, challenges, and potential. We aim to be exemplary, both internally and externally, resulting in sharing good practices for the benefit of the respective audiences.

The goals will be to communicate our success, learn from our mistakes, and remember that the world's biggest room is the room for improvement. Communicating the difference made will include:

- Annual reports and impact reports
- Reports to NEC and District Overseers
- Department heads and internal staff, pastors, and ministers
- Branch members, supporters, visitors
- Peers, funders, voluntary sector, businesses, and statutory agencies
- Communication mediums, both written and online platforms

The above leads to the promotion of an accountability and transparency culture, whereby, with the application of wisdom, we learn from each other what to do better, what to avoid, and what to present to our various audiences.

As a body, we must include our various groups while on the adventure, keeping them up to speed with the journey and helping them to be very willing participants. Here are some examples of what our success might look like:

GOAL	SUCCESS INDICATORS	OUTPUTS	WHEN?
Networking Strategically	<ul style="list-style-type: none"> Increased engagement within and across districts Increasing participation in local communities Increasing cooperation and planning across departments 	<ul style="list-style-type: none"> Beyond Conventions and Rallies, churches within districts habitually meet, plan, and share expertise and resources Designated and trained personnel represent the district to external local agencies and statutory stakeholders Heads of Departments, nationally and regionally, to develop new ways of collaboration to increase the impact, visibility, and effectiveness of each other 	Annually
Theologically Sound Leadership	<ul style="list-style-type: none"> Better corporate links with theological establishments Increased sound theological knowledge Higher quality of application of theological knowledge 	<ul style="list-style-type: none"> Identify, partner, and/or collaborate with academic institutions Negotiate with providers on courses to be provided Review and provide relevant online and face-to-face vocational training Carry out regular assessments to demonstrate improved theological delivery 	Annually
Community Focus	<ul style="list-style-type: none"> Greater awareness of community needs Links and engagement with local statutory providers Partnership and collaboration with local communities and peer churches Relevant responses to individual and collective community needs 	<ul style="list-style-type: none"> Local office holders are briefed on issues affecting their community and membership Church represented on local committees/boards Keeping reliable data on the numbers of individuals supported Mutually beneficial partnerships and initiatives between churches and statutory agencies established Venues are shared communities for activities and events, including for children and young people 	Annually
Growing and Resourcing Healthy, Vibrant Churches	<ul style="list-style-type: none"> Mapped current branches and prioritised needs Identified, prioritised, and responded to specific needs Appropriately resourced – human and financial Periodic mid-term and annual appraisals to measure success Have matched branches with licensed ministers without portfolio 	<ul style="list-style-type: none"> All branches to carry out needs assessments to identify development needs Using traffic light system – Red, Amber, Green – for those who can offer help to those in need Proactively promote and support a culture of peer support Teams established to support smaller/growing churches Create a database of pastors and ministers in training in need of well-being, pastoral, and respite support. 	Annually

Resources and Support

We want to encourage innovation and new ways of working in our churches. Local churches and districts should not feel inhibited from exploring novel and creative ways of resourcing their plans. While we recognise that this vision and mission will require the deployment of financial resources, volunteering, time, and pro bono contributions from local churches and districts, we are also convinced that our ambitions can be achieved with collaboration across districts.

Therefore, we encourage each church to audit its congregation's skills, capacity, and capabilities, including young people over 15 years, and to be open to expanding leadership to include those who may not habitually be in the spotlight.

The Cinnamon Network has developed a range of resources to support churches, community, and civic engagements. It also provides training and support to develop community and social action skills. These can be explored on: cinnamonconnect.co.uk/resources

Education is central to the development of current and upcoming leaders and for the benefit of resourcing local churches. Therefore, our Leadership Training Centre must be appropriately resourced, promoted, and connected to create a genuinely didactic environment.

The centre offers learning programmes for everyone involved in ministry and additional programmes for those who participate and assist in Sunday School, youth ministries, chaplaincy, pastoring singles, and much more.
ntcg.org.uk/ministries/education

The Leadership Training Centre, in partnership with The Queen's Foundation, Birmingham, offers theological studies online and in person at undergraduate and postgraduate levels – BA, MA, and PhD. A sample of additional institutions includes:

- **ForMission:** formission.org.uk
- **London School of Theology:** lst.ac.uk
- **Nazarene Theological College:** nazarene.ac.uk
- **The Queen's Foundation:** queens.ac.uk
- **Spurgeon's College:** spurgeons.ac.uk
- **St John's College Durham University and Cranmer Hall:** durham.ac.uk/colleges-and-student-experience/colleges/st-johns and cranmerhall.com
- **St Mellitus College:** stmellitus.ac.uk

We celebrate the development and expansion of the Leadership Training Centre under the previous and current leadership. Our new season affords us opportunities to forge deeper and stronger connections with strategic partners. This will enable the Leadership Training Centre to offer a more compelling range of relevant courses to potential and current leaders. Courses such as:

- Digital evangelism
- Modernising Sunday School
- Development of UK Sunday School, geographically relevant
- Youth ministry
- Seniors
- Disability
- Later-life ministry
- LGBTQ+ and Black Majority Churches

We commend this strategic framework to you and encourage you to engage with its aspirations and contribute to its successful delivery.

Goal 2: Networking Strategically to Improve Internal and External Relationships

Stages	Step 1 Identify and prioritise the relationships that need to be cultivated and sustained to fulfil our vision and mission	Step 2 <i>Internally:</i> Develop robust relationships within and across departments to support our vision and mission <i>Externally:</i> Demonstrate, as ambassadors for Christ, that we are in solidarity, shared humanity, and partnership to fulfil our civic responsibility	Step 3 Develop capabilities required to contribute fully and build the capacity necessary to resource and benefit from mutually advantageous relationships and partnerships	Step 4 As part of good stewardship, keep records and share contributions, learning, and improved competencies with colleagues	Step 5 Include participation in regular district and national reporting
Responsibility	<ul style="list-style-type: none"> • Heads of National Departments • District Bishops • Local Pastors 	<ul style="list-style-type: none"> • National Executive Council • District Bishops 	<ul style="list-style-type: none"> • National Executive Council • District Bishops • Local Pastors 	<ul style="list-style-type: none"> • National Secretary-Treasurer • District Bishops 	<ul style="list-style-type: none"> • National Executive Council • National Secretary-Treasurer
By When	<ul style="list-style-type: none"> • Feb 2023 and annually 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Beginning Feb 2023 and monitored every six months 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Quarterly
Resources	<ul style="list-style-type: none"> • Nationally Enabled • District Enabled • Locally Enabled 	<ul style="list-style-type: none"> • National Departments Enabled 	<ul style="list-style-type: none"> • District Enabled • Locally Enabled • LTC Enabled 	<ul style="list-style-type: none"> • Nationally Enabled • District Enabled 	<ul style="list-style-type: none"> • Nationally Enabled
Impact Assessment	<ul style="list-style-type: none"> • Engagement priorities are clearly established and pursued 	<ul style="list-style-type: none"> • Increased collaboration across departments and within districts • Improved visibility and participation in local community and priority causes 	<ul style="list-style-type: none"> • Increased capabilities and capacity across our national Church 	<ul style="list-style-type: none"> • Increased range of testimonies and stories that better reflect our activities and contributions 	<ul style="list-style-type: none"> • Improved audit of external engagement and contribution

Goal 3: Develop and Promote Theologically Sound Leadership

Stages	<p>Step 1 Review the provision of our Leadership Training Centre</p> <p>Carry out an audit to map other formal and semi-formal training provisions within NTCG</p>	<p>Step 2 <i>Internally:</i> Promote theological training as essential and integral to good leadership development</p> <p><i>Externally:</i> Promote NTCG and signpost candidates to access external and extended training, which is unavailable in NTCG</p>	<p>Step 3 Proactively and intentionally encourage young people, 30 years and under, to enter a discernment process for ordained ministry</p>	<p>Step 4 Integrate and enhance leadership development in all national conferences and conventions, including children and youth events</p>	<p>Step 5 Review progress on all previous steps</p>
Responsibility	<ul style="list-style-type: none"> National Executive Council Christian Education Board Director of LTC 	<ul style="list-style-type: none"> Christian Education Board Director of LTC District Bishops 	<ul style="list-style-type: none"> National Executive Council Ministerial Appointment Board District Bishops 	<ul style="list-style-type: none"> National Departmental Heads Education and Training Board Event Planning Groups 	<ul style="list-style-type: none"> Ministerial Appointment Board Christian Education Board
By When	<ul style="list-style-type: none"> End of March 2023 	<ul style="list-style-type: none"> Post Review 	<ul style="list-style-type: none"> Review annually 	<ul style="list-style-type: none"> Review annually 	<ul style="list-style-type: none"> Quarterly
Resources	<ul style="list-style-type: none"> Externally Enabled 	<ul style="list-style-type: none"> LTC Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled Departments Enabled 	<ul style="list-style-type: none"> Nationally Enabled
Impact Assessment	<ul style="list-style-type: none"> Mapped training provision for ministerial formation, departmental leadership, small churches capacity building, and continuous development for our leaders 	<ul style="list-style-type: none"> Improved quality of training provision Increased interest and participation in theological education Ongoing leadership and professional development 	<ul style="list-style-type: none"> Increased number of young people selected and approved for ministerial training 	<ul style="list-style-type: none"> Increased capacity and capabilities in leadership and theological competencies 	<ul style="list-style-type: none"> Increased take-up of leadership and theological education

Goal 4: Enhancing Community and Local Engagement (Community Focus)

Stages	<p>Step 1 The National Executive Council sets the criteria for charitable giving and selects an international charity for the year</p> <p>Build the charity leadership capacity of local Church and Pastoral Councils</p>	<p>Step 2 Every district to map the community engagement, projects, and services its churches provide</p>	<p>Step 3 <i>Internally:</i> Local churches should prioritise no more than three areas of engagement where they want to develop competencies, and do them excellently</p> <p><i>Externally:</i> Annually, identify and support one local charity. If capacity and resources exist, more can be considered. In consultation with the national office, select one of the three international charities identified for support</p>	<p>Step 4 Promote the theological and biblical basis for justice, love, mercy, citizenship, and welcoming the stranger</p>	<p>Step 5 Review progress on all previous steps</p>
Responsibility	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer National Education Board 	<ul style="list-style-type: none"> National Executive Council District Bishops National Secretary-Treasurer 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer 	<ul style="list-style-type: none"> National Departmental Heads Education and Training Board Event Planning Groups 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer
By When	<ul style="list-style-type: none"> By Dec 2022 	<ul style="list-style-type: none"> End of Jun 2023 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Annually
Resources	<ul style="list-style-type: none"> NEC Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled 	<ul style="list-style-type: none"> Locally Enabled 	<ul style="list-style-type: none"> LTC Enabled 	<ul style="list-style-type: none"> Nationally Enabled
Impact Assessment	<ul style="list-style-type: none"> Improved impact of our contribution through better targeting of resources Improved governance capabilities in local churches 	<ul style="list-style-type: none"> Developed and increased understanding of our community engagement locally and nationally Identified essential gaps, alternative provisions, and where efforts are duplicated or oversubscribed 	<ul style="list-style-type: none"> Improved the impact of our contribution through better targeting of resources 	<ul style="list-style-type: none"> Increased confidence in faith and the enhancement of a Christian worldview 	<ul style="list-style-type: none"> Improved quality of data collection and reporting in the annual report

Goal 5: Growing and Resourcing Healthy, Vibrant Churches

Stages	<p>Step 1</p> <p>Raise the profile and priority of children and youth ministry</p> <p>Increase local youth work capabilities and activities</p>	<p>Step 2</p> <p><i>Internally:</i> Intentionally share resources and expertise within districts. Set growth strategies across districts and in local churches</p> <p><i>Externally:</i> Focus on church growth and discipleship, and maximise the experiences at life-changing moments such as births, marriages, and deaths</p>	<p>Step 3</p> <p>Leadership Training Centre to facilitate and/or identify a range of church growth and development training and resources</p>	<p>Step 4</p> <p>Audit in-person and online church attendance for an agreed period</p> <p>Consolidate and update local and national membership records</p> <p>Carry out small churches' needs assessments</p>	<p>Step 5</p> <p>Review, monitor, and evaluate progress</p>
Responsibility	<ul style="list-style-type: none"> National Director of Youth and Discipleship Education and Training Board Local Pastors 	<ul style="list-style-type: none"> Christian Education Board National Director of LTC District Bishops Local Pastors 	<ul style="list-style-type: none"> National Executive Council Christian Education and Training Board Local Pastors 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer District Bishops 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer
By When	<ul style="list-style-type: none"> End of Dec 2022 and Annually 	<ul style="list-style-type: none"> Bi-Annually 	<ul style="list-style-type: none"> Post Review 	<ul style="list-style-type: none"> Oct – Dec 2023 	<ul style="list-style-type: none"> Annually
Resources	<ul style="list-style-type: none"> National Youth and Discipleship Enabled LTC Enabled 	<ul style="list-style-type: none"> District Enabled 	<ul style="list-style-type: none"> NEC Enabled LTC Enabled 	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> NEC Enabled
Impact Assessment	<ul style="list-style-type: none"> Increased and retained the presence of children and young people in the church Increased the number of children and youth volunteers 	<ul style="list-style-type: none"> An increased number of churches are in mission together Numerical growth in church membership, participation, and attendance 	<ul style="list-style-type: none"> Churches are enabled to experiment with other church growth models (missional, attractive, cell, friendship, etc.) beyond the 'soul winner model' 	<ul style="list-style-type: none"> Produced a definitive benchmark of Church attendance Established current membership trend Established the skills and capabilities within each branch to support its development 	<ul style="list-style-type: none"> Improved data to monitor and celebrate progress

Goal 6: Celebrating Our 70th Anniversary

Stages	Step 1 Update reporting forms to include anniversary activities and relevant data	Step 2 <i>Internally:</i> Plan and deliver 70th Anniversary celebrations as part of district conventions <i>Externally:</i> Engage and invite local communities and civic leaders to participate in anniversary celebrations	Step 3 Between 18th and 24th June 2023, as a symbolic act for volunteers who have served over the past 70 years, recognise current volunteers and celebrate their outstanding contributions Celebrate Windrush Sunday (Windrush 75th Anniversary is on 22nd June 2023)	Step 4 Mark NTCG 70th Anniversary at National Convention as a historic and symbolic moment Produce a five-minute video on the history of NTCG	Step 5 Review, monitor, and evaluate outcomes and include findings in annual reporting
Responsibility	<ul style="list-style-type: none"> National Secretary-Treasurer 	<ul style="list-style-type: none"> District Bishops Local Pastors Heads of Departments 	<ul style="list-style-type: none"> District Bishops Local Pastors Heads of Departments 	<ul style="list-style-type: none"> National Executive Council Convention Planning Group National Youth and Discipleship Director 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer
By When	<ul style="list-style-type: none"> End Nov 2022 	<ul style="list-style-type: none"> Throughout 2023 	<ul style="list-style-type: none"> End of Jun 2023 and Annually 	<ul style="list-style-type: none"> July 2023 	<ul style="list-style-type: none"> End of Jun 2023 and Annually
Resources	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> District Enabled 	<ul style="list-style-type: none"> Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> NEC Enabled
Impact Assessment	<ul style="list-style-type: none"> Improved data collection to monitor and celebrate progress 	<ul style="list-style-type: none"> Number of events held Increased level of attendance at district conventions 	<ul style="list-style-type: none"> Inspiring a new cohort of volunteers Volunteers feel recognised and appreciated 	<ul style="list-style-type: none"> Number of attendees at Convention The quality of reflection and retelling of the NTCG story Inspiring a new generation to serve the Church 	<ul style="list-style-type: none"> Improved data to monitor and celebrate progress

Goal 7: Communicating Well

Stages	Step 1 Create a new brand strategy, campaign, and communications plan for corporate NTCG communications	Step 2 Rollout of 'We Are NTCG' campaign <i>Internally:</i> Roadshows with regional churches <i>Externally:</i> Editorial with Administrative Bishop and engagement activities with key stakeholders	Step 3 Prioritise and mobilise a new corporate communication function at Head Office	Step 4 Train local ministers and key church leaders about the NTCG brand identity and best practice within communications	Step 5 Review, monitor, and evaluate communication outcomes and include findings in annual reporting
Responsibility	<ul style="list-style-type: none"> Administrative Bishop National Executive Council 	<ul style="list-style-type: none"> National Executive Council District Bishops Local Pastors Heads of Departments 	<ul style="list-style-type: none"> Administrative Bishop National Executive Council 	<ul style="list-style-type: none"> Administrative Bishop National Executive Council 	<ul style="list-style-type: none"> National Executive Council National Secretary-Treasurer
By When	<ul style="list-style-type: none"> Dec 2022 	<ul style="list-style-type: none"> Dec 2023 	<ul style="list-style-type: none"> To be agreed by the NEC 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Annually
Resources	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled 	<ul style="list-style-type: none"> Nationally Enabled District Enabled Locally Enabled 	<ul style="list-style-type: none"> Nationally Enabled
Impact Assessment	<ul style="list-style-type: none"> Strategy in place and being delivered Communications campaign established ready for rollout 	<ul style="list-style-type: none"> 'We are NTCG' is promoted via online and offline channels 	<ul style="list-style-type: none"> Communications adequately resourced Communication Advisory team supporting organisational development 	<ul style="list-style-type: none"> Increased awareness of the national and local churches 	<ul style="list-style-type: none"> Awareness of NTCG brand and reach of communications



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¹See for example Ben Davies and others, 'Changes in Political Trust in Britain during the COVID-19 Pandemic in 2020: Integrated Public Opinion Evidence and Implications', *Humanities and Social Sciences Communications*, 8.1 (2021), 1–9 <<https://doi.org/10.1057/s41599-021-00850-6>>.

²Daniel Gover, 'Christian Interest Groups in A Religiously Changing United Kingdom: Issues, Strategies, Influence', *Politics and Religion*, 15.3 (2022), 462–84 <<https://doi.org/10.1017/S1755048321000274>>; and for example, Scot McKnight and Laura Barringer, *A Church Called Tov: Forming a Goodness Culture That Resists Abuses of Power and Promotes Healing* (Tyndale House Publishers, Inc., 2020).

³Phyllis Thompson (ed.), *Challenges of Black Pentecostal Leadership in the 21st Century* (London: SPCK, 2013).

⁴Phyllis Thompson (ed.), *Challenges of Pentecostal Theology in the 21st Century* (London: SPCK, 2020).